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MANAGEMENT ANALYSIS
of
FIELD PROCUREMENT ACTIVITY, PERSONNEL

I. FINDINGS

attached copy

1. General: The findings and recommendations presented in the survey report dated 31 May 1951, of the Procurement Division, Personnel Office, conducted by the Personnel Studies and Procedures Staff of the Personnel Office, were found to be accurate and applicable. This report indicated that the field recruitment activity, while consuming approximately half of the staff effort, resulted in bringing only about thirteen percent of new employees into the Agency. The Chief, Procurement Division has subscribed to this report and indicated a willingness and desire to implement the recommendations contained therein.

2. Analysis of Procurement Failure: Since the failings of the present operation are known, the management analysis has been largely devoted to isolating those factors which contributed toward such failure.

a. Agency and job requirements and priorities have not been clearly established and have not been communicated to those who need to know.

(1) The Chief, Procurement Division, indicated that the workload

for the next year is based on expressed need to recruit new

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employees for the Agency within the next year. This figure was obtained

from estimates of operating officials with no confirmation being obtained

from the Deputy Director (Administration) or his Office Chiefs such as

the Comptroller as to availability of budget for such expansion or the

Chief of Administrative Services as to availability of space to house

new employees. Also, no system is in operation by which priorities

of recruitment within Offices or between Offices are adjudicated so that

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the most critical vacancies receive the proper attention.

(2) The recruitment officer in the field is far removed from Agency operations. Since many are fairly new in the Agency, their knowledge of Agency organization and operations is faulty. In addition, the only job specifications provided the field recruiter is an IBM title listing which indicates the organizational segment of the Agency requesting the procurement action. Likewise, the field recruiter has only general knowledge of the security qualifications required for Agency employment.

b. No formal program for field recruitment has been developed.

(1) Each field recruiter, who has a responsibility for a general category of employees, such as clerical, communications, or medical, determines independently where he will travel, how thorough his coverage will be, and what type of contacts he will develop.

(2) Little attention has thus far been given to obtaining maximum Agency benefit from a recruiter's efforts. For example, a recruiter primarily interested in recruiting personnel for the Communications Office may be recruiting tabulating machine operators for that Office, exclusive of the needs of other Agency components for similar personnel. Likewise, requirements for communications personnel for Office of Operations or Office of Current Intelligence are not included in this recruiter's assignments.

(3) Little evaluation of results obtained by recruiters has been made and little attention has been given to analyses which will direct recruitment efforts toward the most productive areas. Rather recruitment has taken place where it is most convenient for the recruiter.

(4) The field recruitment activities of operating Offices have not been fully integrated into the field recruitment program of the Procurement

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Division. Thus, one finds as many as seven officials of different CIA organizational segments approaching one potential candidate or a contact.

c. The responsibilities of the Procurement Division and the Placement Divisions have not been clearly delineated.

(1) Correspondence to the same applicant is initiated by both placement and procurement personnel.

(2) Both procurement and placement officers overstep into each other's territories., e.g., assignment of a recruiter to a specific organizational element of the Agency permits him to establish direct communication with operating officials to the exclusion of the Placement Officer.

d. The methods employed in field recruitment are underdeveloped and are not consistent throughout the Division.

(1) Generally, only the most obvious recruitment sources are being tapped, e.g., clerical recruitment is primarily conducted through State Employment Offices, which are generally known to yield only mediocre candidate

(2) No standard procedure for periodic follow-up by correspondence or visit of contacts exists, although some recruitment officers have established their own schedules.

(3) No method exists for exploitation of the resources of a contact after the recruiter has left the area, such as leaving behind literature for distribution to the late-comers.

(4) Methods for exploiting organized groups who can work for the Program have not been developed.

(5) Methods for exploiting the recruitment resources of Agency employees have not been developed.

e. Procedures and records relating to follow-up of recruiter's interviews are inaccurate, inefficient and time-consuming.

(1) The recruiter himself has little opportunity to supervise the disposition made of applications he has brought into the Agency. Such supervision by the recruiter detracts from the time he can give to his major assignment.

(2) Mishandling or neglect of forms and correspondence received from applicants recruited in the field has nullified the efforts of recruitment officers.

f. Decentralization of field recruitment and supervision of field contacts has not been undertaken, nor has this activity been fully integrated with the field activity of the Office of Operations, Contact Division Field Office and of the field activity of the Inspection and Security Staff.

(1) Agency field representatives who can perform stay-behind and other follow-up operations after recruiters leave the area have not been established.

(2) Referral of all decisions relating to employment and contacts to Washington is time-consuming and costly.

(3) Lack of coordination with other CIA field activities (OO/C and ISS) deprives the Personnel Office of assistance possible through these organizations, slows-down processing of personnel actions, and may prove embarrassing to the Agency.

g. The field recruitment activity has been understaffed.

(1) If it is determined that the Personnel Office shall conduct all field recruitment, field representatives scattered in metropolitan areas throughout the country are necessary. Present staff is not sufficient to conduct such an operation.

3. Steps Taken to Correct the Situation: To achieve immediate improvement in the field recruitment program, certain steps have been initiated by the Procurement Division of the Personnel Office.

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a. A greatly enlarged table of organization requesting over a hundred positions has been submitted to the Deputy Director (Administration). An examination of this proposal during the course of the management analysis indicated:

(1) Little programming or planning preceded formulation of this table of organization. For example, all activity is organized on a departmental basis with various positions on the departmental T/O being designated for certain field areas. If incumbents of these positions are carried on departmental T/Os they will be entitled to full per-diem pay for the greater part of their working effort. No provision has been made for coordination of the separately indicated field positions for the same area. Lines of authority in the field and channels of communication between departmental and field positions are not clarified in this proposed organization. It was stated that program planning would be undertaken after T/O approval had been obtained.

(2) One finds eight different categorizations of recruitment officers in the proposed T/O. With such a variety of categorization and detailed specialization in the recruitment effort, duplications and gaps will result.

(3) There is no provision in the T/O for field coordination of recruitment activities of operating officials or for field coordination of personnel procurement with other Agency field establishments.

b. The most obvious channels for quick recruitment have been attacked to provide a momentary up-surge in the volume of successful recruitment actions. This approach is expensive to the Agency and does not provide a firm base for continued recruitment on a program basis.

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(1) Innumerable long-distance calls are being made to prospective candidates and to recruiters in the field. In many instances, letters would suffice.

(2) Field recruiters are being called into Washington. Conversely, the Chief and Deputy Chief of the Procurement Division are personally going into the field to recruit within their own acquaintanceships, thereby neglecting the programming aspects of their positions.

c. A new presently-unauthorized position, titled "Executive Officer" has been established and is currently occupied by a procedures specialist. He has taken immediate steps to correct the most obvious procedural and records problems. However, the improvement he has been able to achieve is limited by the fact that his activity is strictly confined to procurement procedures. Thus, review of the total procedure, which would include the placement aspects, is not possible. Also, he has resorted to temporary expedients, which admittedly are causing duplicate workload, to obtain statistics and controls deemed desirable by the Chief, Procurement Division.

d. Several additional clerks have been assigned to the Division to bring up to date records and controls which had become backlogged. This work is being done in accordance with old procedures which may be cumbersome and without an evaluation of the worth of the record or control in question.

e. To correct mishandling of cases referred to headquarters by field recruiters, a departmental back-stop, called a recruitment clerk, has been established to give personal attention to these cases. While this action alleviates the immediate situation, it is expensive and further aggravates the procedural split now existing between procurement and placement.

II. RECOMMENDATIONS

1. The Agency recruitment requirements for the next six to twelve months be established for each major organizational segment of the Agency by the Deputy

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Director (Administration) after reviewing the estimates of the following officials as to availability of other Agency resources required for increased staff:

- a. Comptroller -- 1952 budget
- b. Chief, Administrative Services -- space
- c. Chief, Inspection and Security -- Ability to clear new employees
- d. Deputy Director (Plans) - Provision of cover for covert activities
- e. Chief, Procurement Division -- Provision of office equipment and supplies

2. On the basis of firm recruitment requirements and an analysis of recruitment potential, a personnel field recruitment program be developed, which will provide for decentralization of some of the activity to the field and integration of the field personnel activity with other Agency field establishments. A list of elements to be considered in development of such a program is attached as TAB A.

3. A Table of organization be drafted which will provide staff to implement the program and discharge the workload. ILLEGIB

4. Delegations of authority and statements of responsibilities for the field establishment be made.

5. The methods to be employed in recruitment, the sources to be utilized, and the thoroughness with which sources should be exploited should be defined to insure that unnecessary Agency expense is not incurred and full advantage is taken of gratis assistance from outside sources and of correspondence.

6. The recruitment officers be given access to Agency job descriptions to assist them in their efforts.

7. The paper-flow procedures, records, reports and files be integrated with similar internal operations of the Placement Divisions and be organizationally separated from the recruitment activity.